



Witzenberg municipality

Draft Review: Integrated development plan 2014/15

A municipality that cares for its community, creating growth and opportunities

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VOLUME 2: DRAFT BUDGET 2014/2015 (SEE ANNEXURE)

VOLUME 3: OPERATIONAL STRATEGIES & SECTOR PLANS (SEE ANNEXURES)

SECTOR PLAN	STATUS	ADOPTED DATE	REVIEWED DATE	NEXT REVIEW DATE
INTEGRATED DEVELOPMENT PLAN 2012-2017	Adopted	May 2012	May 2013	May 2014
SPATIAL DEVELOPMENT FRAMEWORK	Adopted	Dec 2012	Dec 2012	Dec 2022
SOCIAL DEVELOPMENT PROGRAM	Adopted	May 2012	May 2013	May 2014
LOCAL ECONOMIC DEVELOPMENT PLAN	Adopted	May 2012	May 2013	May 2014
FINANCIAL PLAN	Tabled March 2014	30 May 2014	March 2014	March 2015
DISASTER MANAGEMENT PLAN	Adopted	28 May 2014		2015
WATER SERVICES DEVELOPMENT PLAN	Adopted	11/12	10/2013	10/2014
AIR QUALITY MANAGEMENT	Adopted	28 May 2014		2015
INTEGRATED TRANSPORT AND ROADS PLAN	Adopted	November 2010	Currently under review	2015/2016
ELECTRICITY / ENERGY MASTER PLAN	Adopted	March 2011	March 2015	March 2018
HOUSING PIPELINE	Adopted	Feb 2012	Feb 2013	Feb 2015
HUMAN SETTLEMENT PLAN	Adopted	Dec 2010	Feb 2012	Dec 2014
INTEGRATED WASTE MANAGEMENT PLAN	Adopted	2011	July 2013	November 2014
COMMUNICATIONS STRATEGY	Adopted	April 2010	December 2013	December 2014
IDP PROCESS PLAN	Adopted	August 2011	Aug 2012 & 2013	Aug 2014
PUBLIC PARTICIPATION PROCESS PLAN	Draft	2014	-	-
ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM	Adopted	30/06/2012	12/02/2014	Oct 2014

GLOSSARY OF ACRONYMS

ASGISA	Accelerated and Shared Growth Initiative of South Africa
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
CDW's	Community Development Workers
CBD	Central Business District
CDI	City Development Index
CWDM	Cape Winelands District Municipality
CAPEX	Capital Expenditure
DM	District Municipality
DWAF	Department of Water Affairs and Forestry
DBSA	Development Bank of Southern Africa
DTI	Department of Trade and Industry
DPLG	Department of Provincial and Local Government
DEAT	Department of Environmental Affairs and Tourism
DLA	Department of Land Affairs
DSDF	District Spatial Development Framework
EE	Employment Equity
EL	External Loans
GDPR	Gross Domestic Product Regional
GDP	Gross Domestic Product
GCIS	Government Communications and Information Systems
HDI	Human Development Index
HR	Human Resources
IDP	Integrated Development Plan
IWMP	Integrated Waste Management Plan
IS	Information Systems
ICASA	Independent Communications Authority of South Africa
IT	Information Technology
KPI's	Key Performance Indicators
LG & H	Department of Local Government and Housing
LED	Local Economic Development
MSIG	Municipal Systems Improvement Grant
MIG	Municipal Infrastructure Grant
MAYCO	Mayoral Committee
MTREF	Medium Term Revenue Expenditure Framework
MPCC	Multi-purpose Community Centre
NSDP	National Spatial Development Framework
NGO's	Non-governmental Organization
OPEX	Operational Expenditure
PPP	Public Private Partnerships
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PTIP	Public Transport Improvement Plan
RDP	Reconstruction and Development Programme
RED Door	Real Economic Development Door
SDF	Spatial Development Framework
SEDA	Small Enterprise Development Agency
SDBIP	Service Delivery Budget Implementation Plan
SCM	Supply Chain Management
SMME	Small, Micro and Medium Enterprise
SALGA	South African Local Government Association
UISP	Upgrade of Informal Settlements Programme
WSDF	Witzenberg Spatial Development Framework
WCED	Western Cape Education Department

1.1 Introduction

Integrated Development planning is the process through which the municipality prepares a strategic developmental plan, which is the principal strategic instrument guiding all planning, management, investment, development and implementation decisions, taking into account input from all stakeholders.

The IDP crosses departmental divisions by linking the physical, social, institutional and economic components of planning and development with management and development structure. It also integrates and aligns planning in different spheres of government and therefore enforcing and upholding the spirit of co-operative governance in the public sector.

The constitution of the Republic of South Africa (1996) commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. The current goal of municipalities is to establish a planning process, which is aimed at the disposal of the imbalances created by the apartheid era. Developmental local government can only be realised through integrated development planning and the compilation of a credible Integrated Development Plan (IDP).

1.2 Legal Framework for Integrated Development Planning

According to the Constitution of the Republic of South Africa, the local sphere of government is charged with the responsibility to implement developmental local government as well as co-operative governance. The mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purposes of municipal integrated development planning, namely:

- Ensure sustainable provision of services
- Promote social and economic development
- Promote safe and healthy environment
- Give priority to the basic needs of communities and
- Encourage involvement of communities

The first piece of legislation drafted to reflect the responsibility of the local sphere of government to implement integrated development planning by means of the compilation of an IDP document, was the Local Government Transition Act (1993) as amended by the Local Government Transition Second Amendment Act (1996). In this legislation the IDP was presented as the main planning instrument that guides all planning and decision making process of the municipality.

The Local Government Transition Act was only an interim piece of legislation applicable to the local sphere of government until the demarcation of municipalities was finalised, the need arose to enact legislation regulating integrated development planning on a more permanent basis.

In 2000 the Municipal Systems Act 32 of 2000 (MSA) came into operation. Section 25(1) of the Act stipulates that each municipal council must, after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budget must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The MSA is therefore the principle piece of legislation governing integrated development planning at municipal level. Municipalities are bound by, and must ensure its implementation. Other legislation and policy documents which contain reference to integrated development planning are:

- The constitution of the Republic of South Africa Act 108 of 1996;
- Reconstruction and Development Programme (RDP);
- Growth, Employment and Redistribution Strategy (GEAR);
- Tourism Act 72 of 1993;
- Development Facilitation Act 67 of 1995;
- National Water Act 36 Of 1997;
- Housing Act 107 of 1997;
- White Paper on Local Government of 1998;
- Local Government: Municipal Structures Act 117 of 1998;
- National Environmental Management Act 107 of 1998;
- National Land and Transportation Transition Act 22 of 2000;
- Disaster Management Act 52 of 2002;
- White Paper on National Civil Aviation Policy (2005); and
- The Municipal Finance Management Act 56 of 2003.

A further piece of legislation which has a tremendous impact on the IDP is the Municipal Finance Management Act (MFMA). Due to the coming into effect of this Act, the revision of the IDP's must be aligned with the stipulations and timeframes as set out in this Act.

Section 35 of the MSA states explicitly that an integrated development plan adopted by municipal council, is the principal strategic planning instrument which:

- Guides and informs all planning and development, and all decision with regard to planning, management and development in the municipality;
- Binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's IDP and national or provincial legislation, in which case such legislation prevails; and
- Binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a by law.

Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP.

1.3 Process Plan

1.3.1 Developing the Integrated Development Plan

Council's term of office started shortly after the Local Government elections of 2011 and its first inaugural meeting was on 30 May 2011. This was followed by months of in-depth induction sessions by SALGA, Western Cape Provincial Department of Local Government and the Witzenberg Municipality Administration. In compliance with the Municipal's Systems Act as amended the IDP and Budget Process Plan was adopted by full Council on the 21st August 2013.

This IDP and Budget Process Plan seek to address *inter alia*, the:

- Identification of areas requiring additional attention in terms of legislative requirements, proper planning processes and sound financial management;
- Inclusion of the most current Census and own statistical data;
- Consideration and review of any other relevant and new information;
- Addressing comments received from the various role-players;
- Shortcomings and weaknesses identified through self-assessment;

- Preparation and review of sector plans and its alignment with the IDP;
- Preparation and review of the Performance Management System (PMS);
- Updating the 5-year Financial Plan; and
- Preparation and finalization of the annual Budget in terms of the relevant legislation.

The five year 2007 – 2011 IDP of the previous Council as adopted by Council in May 2007 was used together with all inputs by the Western Cape Provincial Department of Local Government was used as the primary source documentation in the compilation of this new Integrated Development Plan. The performance, financial and situational analysis started on the 01st September 2011 and was followed by public meetings in all the major towns of Witzenberg namely: Tulbagh, Wolseley, Ceres, Nduli, Bella Vista, Prince Alfred Hamlet and Op die Berg. The analysis phase was further augmented by a door to door survey lead by Council and municipal officials. This was done mainly in areas where the public meetings were attended poorly and with its aim and purpose to ensure broader public inputs into the municipal affairs. The Ward Committees of Council were only elected in and during late October 2011 and only endorsed by Council in and during November 2011. This effectively means that induction first had to take place and a comprehensive IDP session was conducted by the Municipal Manager and the IDP office with all 12 Wards individually. This enables the Ward Committees to give inputs of their different sectors as a Ward collective. Further strategic sessions on strategy also took place with the Mayco and full Council to determine new developmental objections.

The formulation of a vision, development objectives, strategies and project identification is done against the backdrop of Community, Sectoral Stakeholders as well as political inputs. The Municipality has embarked on a process of reviewing the Spatial Development Framework and the Public Participation thereof has been integral in this IDP. So the feedback received from LGMTECH engagements and inputs received from other Intergovernmental forums.

All further actions in accordance with legislative and regulatory requirements- such as the final approval of the IDP, and the Medium Term Revenue and Expenditure Framework for the ensuing three year financial cycle, SDBIP's, the submission of all the relevant documentation to the appropriate authorities and the making public of these final documents - will be executed.

1.3.2 Public Participation Process

Section 29 of the Municipal Systems Act, No 32 of 2000 states that-

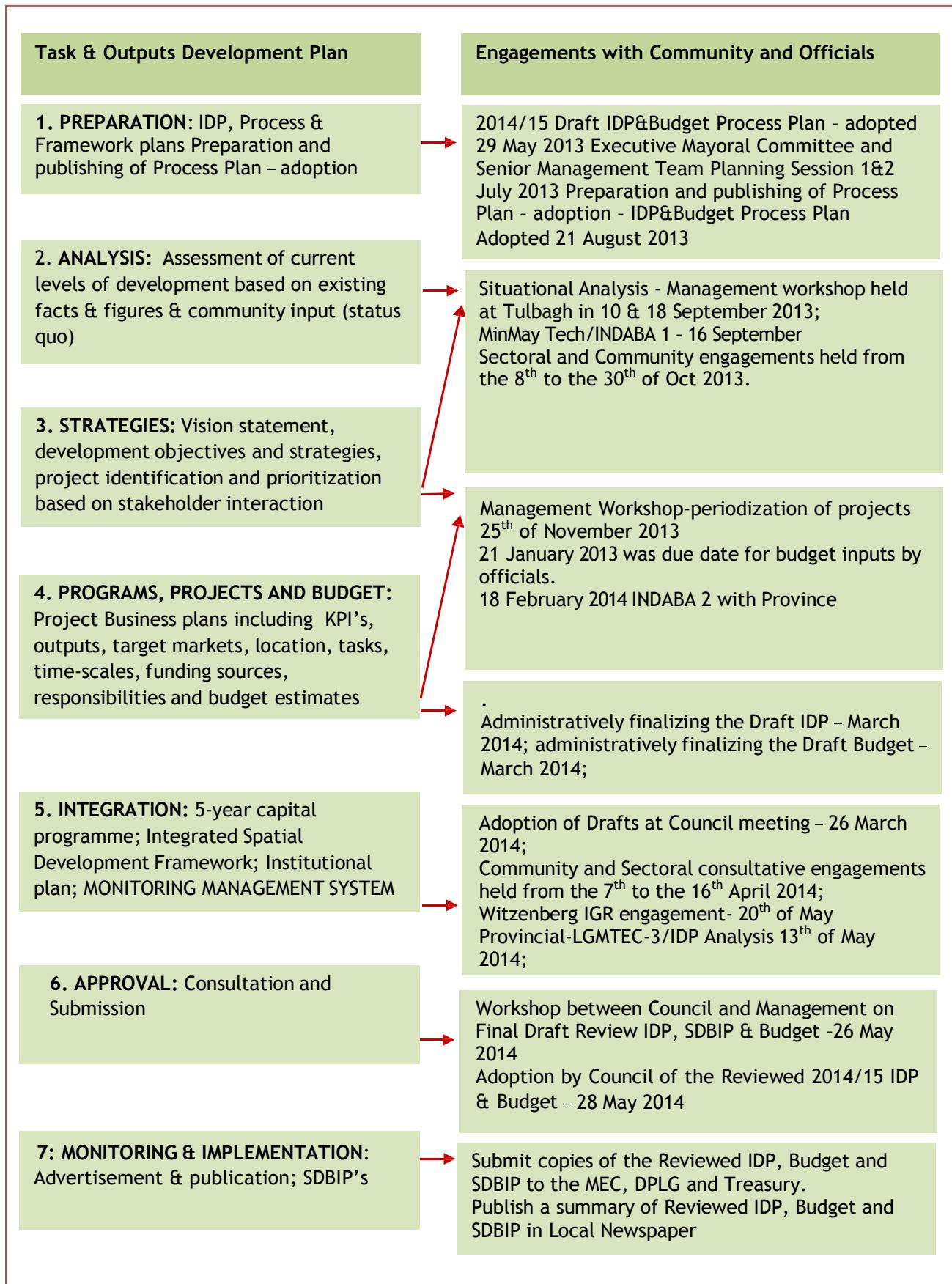
29. (1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must-

- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for—
 - (i) the local community to be consulted on its development needs and priorities;
 - (ii) the local community to participate in the drafting of the integrated development plan;

Public Participation allows the Municipality and the Community to focus on itself, and develop a future orientated vision and mission, proactively positioning itself and adapting and learning from an ever-changing environment. It provides an opportunity for all stakeholders with different needs and priorities to learn from each other and to negotiate and compromise around their viewpoints, leading to unification and consensus building.

The Municipality adopted the 2014/2015 IDP and Budget Process Plan on the 21st of August 2013. Amongst other, it includes appropriate mechanisms, processes and **procedures for consultation and participation of local communities, organs of state, and other role players in the IDP drafting process**. The diagram on the next page outlines the steps in developing the 2014/2015 IDP Review.

1.3.3 Steps & Events 2013/2014



2.1 Executive Summary

The Witzenberg Municipality is humbled and proud to submit this 3rd Generation IDP as developed and drafted in consultation with the people of Witzenberg, Provincial Government and Sector Departments, Local Business Forum and Civil Society Stakeholders. The election of a new Council on 18 May 2011 renewed our mandate and created excitement amongst Councilors and Officials as we embark on a new Five Year Journey to improve the livelihoods of our people.

The new five year IDP sets out the new vision and mission of the municipality and clearly defines the strategies and plans to achieve our objectives of infrastructure led growth, sustainable human settlements, financial sustainability, LED, social development, strategic partnerships and international relationships.

The development of a credible IDP for the next five years allows the municipality to engage into continuous planning, monitoring and evaluation of all the sector plans that forms part of this IDP. The new 3rd Generation IDP is therefore set out in the following way;

Chapter 1 gives an overview of the Legal Framework, IDP Process, Municipal Snapshot, Vision, Mission and our Key Performance Areas and Strategic Objectives. The aim is to set out the new strategic direction of our municipality. The most important shift is that the new vision, mission and strategies clearly dictate that the municipality promotes infrastructure led growth through municipal procurement, MIG funding and provincial, national and international strategic partnerships. We have vastly improved our internal capacity to deliver and these changes will become more publicly visible as we implement this new IDP.

Chapter 2 provides the reader with an analysis of our service delivery components, socio-economic profile, stakeholder priority issues, financial analysis and important milestones. It further provides information on the current development status of the Witzenberg area. It describes the demographic details, the economic, infrastructure and social well-being which touches on various aspects towards a better life for all. It also focuses on the environment and the impact that it has on development situation. We also celebrate some important achievements over the last three years and provide clear view of how far we have travelled towards creating a better life for our people.

Chapter 3 gives a clear indication of the political, administration and community participation structures that are involved in the running of the municipality and the different structures that govern the municipality. It also focuses on the long term development goals of the municipality. It touches on operational progress with regard to strategies and programmes that are in place as well as statutory sector plans and sector involvement in achieving these goals. Community input and priorities are also a major part of this chapter which serves the purpose of steering Council in a direction to address critical issues at grass root level. It finally provides the linkage between the IDP and the budget and how the IDP will be monitored through the municipal performance monitoring and evaluation. .

This IDP process has been the most consultative as we consulted broadly and visited a number of households listening to our communities priorities. When the Ward Budget Breakdowns and Overall Municipal Budgets are read it is clear that Witzenberg has been placed on a new and exciting ***Developmental Trajectory. We also understand that this is merely a strategic document and that the Major Challenge will be implementing and realising our plans. The Council and Administration commits to achieving the objectives as set out in this IDP and urge the people of Witzenberg to walk this exciting road with us towards improved livelihoods.***

The attachments at end of the IDP is marked as appendages and can be found in the municipal archives, municipal website or from the Witzenberg IDP Office.

2.2 Foreword – Executive Mayor of Witzenberg Municipality



This process capitulates the second review of the 3rd Generation five year Integrated Development Plan which will be adopted and approved by my Council on the 28th May 2014. I am proud to say that through the review process we have communicated with a significant improved number of our residence. No major issues, that necessitates a significant departure of our five year plan has surfaced. The reviewed IDP remains our strategy and is a result of consultations and inputs from various stakeholders including ward committees, local communities, local business groups and forums, civil society, Provincial Government and Council.

Last year I highlighted the significant increase in the growth of our population. A breakdown of the statistics as received from STATS South Africa has shown that the increase is much prevalent in our informal area. This has put our Municipality under tremendous pressure and has forced us to reprioritize our funding for the forthcoming as well as outer financial years. The demand for basic services, serviced sites and our housing has become even greater. We have further experienced a severe hailstorm that has led to almost half a billion rand direct income for our Municipal area. The financial outlook for the new financial year will be even gloomier. I am however still optimistic that with our partnerships with our various partnerships with National and Provincial Governments as well as local business chambers we will succeed to overcome the awaiting challenges.

Our number 1 collective challenge still remains innovative and sustainable means and ways to stimulate our local economy. I am excited that Local businesses have started with planning for more sustainable job opportunities. If the Department of Environmental Management and Planning approves the construction of a new packing shed in the Schoonvlei area near Bella Vista, Ceres, 250 job opportunities will be created. Established businesses in both Tulbagh and Wolseley have made enquiries for land to expand their existing business practices that will ensure even further more permanent opportunities. Our Municipality will soon consider the approval of the re-opening of the Transnet Railway Line between Wolseley and Ceres. This will not only improve the investment opportunities for our area but will lead to direct job creation. It will also have a major impact on our Tourism Industry. One of the partners involved in the business company that will operate the railway line is operating a similar tourism train in the Cape Metro area and it can only bode well for our Municipality.

I am further proud to say that we are in the process of discussing the Witzenberg infrastructure development plan. The planning in future will be much more holistic and the approach is on sustainability, affordability and maintenance. The Municipal Spatial Framework will be aligned with that of the Province and the recommendations received from the Provincial Department hopefully implemented.

We will continue to place emphasis on service delivery especially the upgrading of Bulk Infrastructure. Most of our budget is geared towards this and we are again grateful for National and Provincial funding that enables us to fulfill our constitutional mandate. We are also showing progress in providing Housing to our community. The new financial year will see the start of the Vredebes development. We will continue to provide quality water, in terms of the Blue drop requirements and we hope to attain more Green drop status for our Waste Water Treatment Plants. We have successfully achieved unqualified audit reports for the last five years and we remain committed towards attaining a clean audit. We will continue to live up to our vision of being a caring Municipality creating growth and opportunities.

We are still acutely aware that we have much to do to realise our people's dreams and aspirations for a better life. I am however confident that this IDP will guide us in reaching our goals of improved service delivery and development and that same will be an instrument through which the communities trust and confidence in Government will be restored.

Jacques Klazen - Executive Mayor Witzenberg

2.3 Foreword – Municipal Manager of Witzenberg Municipality



The review IDP process of the Municipal Council have seen *inter alia* the inclusion of the Municipal Spatial Development Framework, linkages with regard to Performance in terms of the predetermine objectives being established with the Service Delivery Budget Implementation Plan. The LGMTECH process has however shown that there are still gaps that need to be filled to make our IDP more credible. The continued execution of our mandate in terms of the IDP is becoming much more of a challenge because of our vulnerable situation. The outstanding debtors of the Municipality are on the increase and renewed attempts will be made to find creative and dynamic means of collecting our revenue as wells as expanding our income base.

We have reduced our Key performance areas to four. The purpose thereof was to drive and deliver the communities mandate on effective and efficient service delivery. These include:

- *Key Performance Area One - Essential Services*
- *Key Performance Area Two - Governance*
- *Key Performance Area Three- Communal Services*
- *Key Performance Area Four -Socio-Economic Support Services*

We have prepared draft plans for *inter alia* Disaster Management and Air Quality that will be tabled to Council for adoption. Sector plans that are still outstanding as per pointed out during the LGMTECH will be attended to in our new financial year. Our administration is committed to the principles of Batho Pele and will ensure that we strive towards;

- Strategic, credible and focused planning guided by intelligent analysis of our external and internal environment
- A skilled, qualified, disciplined and motivated work force
- Optimising our limited financial and administrative resources for maximum performance and output
- Improving our organisational design and governance that will ensure Council meets its objectives of creating a better life for all our citizens and communities of Witzenberg
- Improving customer relations and building strong community and business partnerships

In conclusion, the administration will continue to improve on service excellence and commit to delivering on this new five year strategic mandate of Council and the people of Witzenberg.

David Nasson - Municipal Manager

3.1 Municipal Snapshot

The Witzenberg Local Municipality (LM), founded in 2000, is classified as a Category B-3 municipality (i.e. small towns and relatively small populations) and is responsible for basic service provision to the demarcated municipal area that includes the towns of Ceres, Tulbagh, Prince Alfred's Hamlet, Wolseley and Op-Die-Berg. The rural areas within the municipal boundary are Warm Bokkeveld, Koue Bokkeveld, Agter-Witzenberg and the northern portion of Breede River Valley (Land van Waveren).

Witzenberg LM comprises an area of 10 753 km², and is situated about 150 kilometers North-East of Cape Town. The region is surrounded by three mountain ranges: the Obiqua Mountains to the west, the Winterhoek Mountains to the north and the Witzenberg range to the east - mountain ranges which are all often spectacularly covered in snow during the winter months. Witzenberg's natural surroundings are characterized by some selection of fauna and flora, forest wilderness and include the catchment area of three river systems.

The climate in Witzenberg is known for its hot and dry summer days. Winds are seasonal and generally North - westerly or South-easterly. The average annual rainfall in Ceres is about 1088mm and the average temperature range is 2, 4°C to 29, 9°C.

Located in the picturesque and fertile Breede Valley, Witzenberg is best known for its fruit and wine products. The region is also well-known for producing other agriculturally-linked products such as olives and grain, as well as for producing beef and pork products. Horse and cattle stud farms are also found within the municipal area.

The municipality has the 4th smallest population of the 5 municipalities within the Cape Winelands, and also has the smallest economy, which only contributes 9% to the Cape Winelands regional GDP. The two largest sector contributors to GDP are agriculture (35, 6%) and the manufacturing sector (20, 9%), growing on average at 2, 1 per cent and 10, 6 per cent respectively per annum. Within the manufacturing sector, the food, beverage & tobacco sub-sector is clearly dominant, representing 69, 4 per cent of total manufacturing.

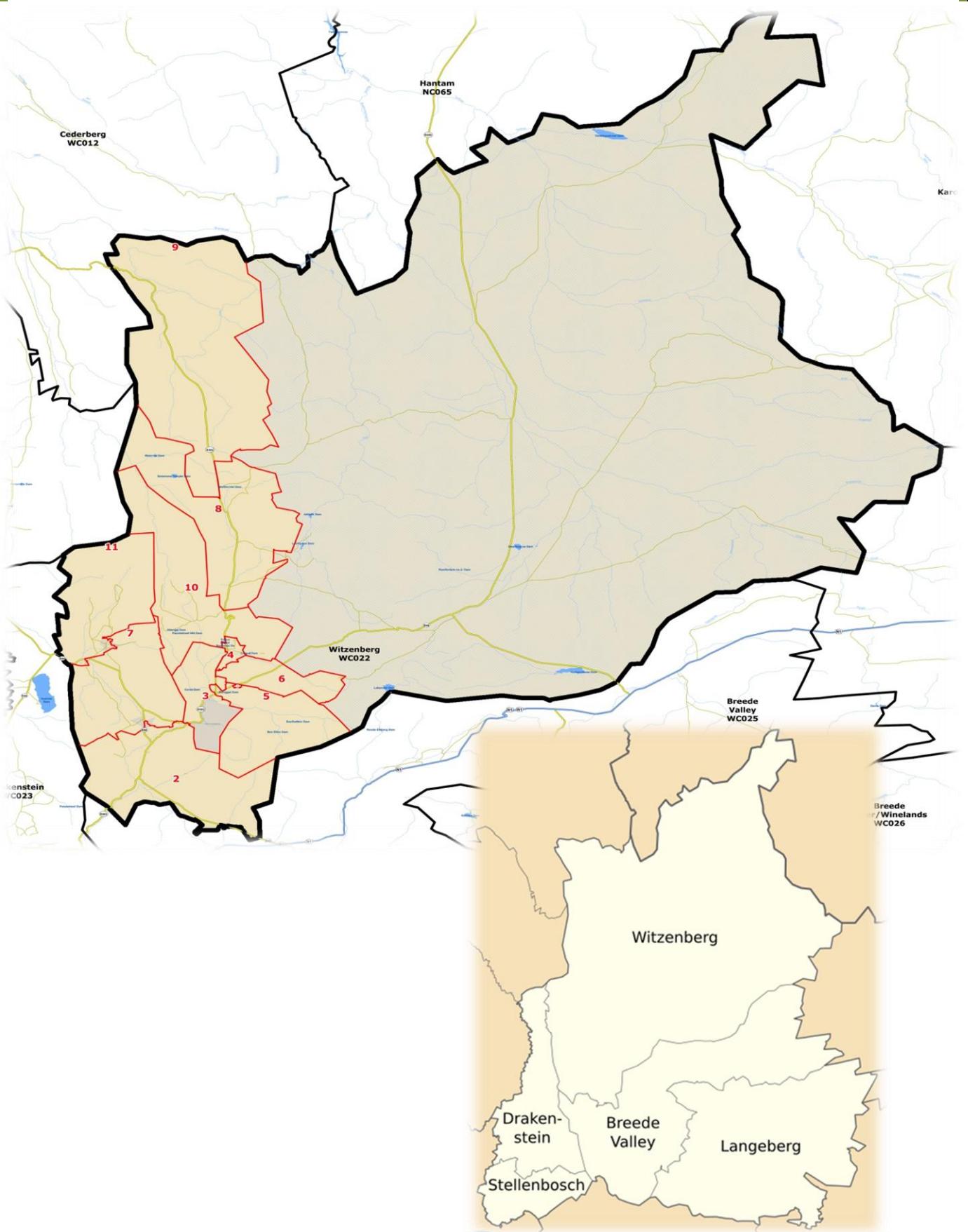
Witzenberg is faced with severe challenges. The rural predominance of Witzenberg, taken together with the great development challenges on the one hand and the resource constraints of the Municipality on the other hand, place great pressure on our capacity to meet the service and infrastructure needs of all our residents. Consequently, it is essential that inter-governmental engagement in respect of improving municipal financial management, staffing and institutional capacity, systems and service delivery takes place in order to enhance the municipality's ability to deliver a bouquet of quality service.

The Witzenberg Municipal area is characterised by the following:

- Urban development - low intensity & density, large under-utilized land in prosperous areas.
- Lower income areas - high density, under-provision of formal business development
- The 5 towns are characterised by segregation in settlements - duplication of services, different levels of development due to historic development patterns, and
- Under-utilized commonage.

The map on the next page indicates the location of the Witzenberg Municipal Area in relation to the greater Cape Winelands region:

3.2 Map - Witzenberg Municipality



3.3 Municipal Vision, Mission & Value System

3.3.1 Our Vision

A Municipality that cares for its community, creating growth and opportunities

3.3.2 Our Mission

The Witzenberg Municipality is committed to improve the quality of life of its community by:

- Providing and maintaining affordable services.
- Promoting Social and Economic Development
- The effective and efficient use of available resources
- Effective Stakeholder and Community participation

3.3.3 Value System

- Driven by the aspirations of our Community, we will respect and uphold the Constitution of The Republic of South Africa.
- We commit ourselves to the Code of Conduct for Councilors and officials in the Municipal Systems Act.
- We commit ourselves to the principles of sound financial management.

3.3.3.1 We subscribe to the principles of Batho Pele

- **Consultation** - Citizens should be consulted about service levels and quality when possible.
- **Service Standard** - Citizens must be made aware of what to expect in terms of level and quality of services.
- **Access** - Citizens should have equal access to the services to which they are entitled.
- **Courtesy** - Citizens should be treated with courtesy and consideration.
- **Information** - Citizens must receive full and accurate information about their services.
- **Openness and Transparency** - Citizens should be informed about government department's operations budgets and management structures.
- **Redress** - Citizens are entitled to an apology, explanation and remedial action if they promised standard of service is not delivered.
- **Value for money** - Public Services should be provided economically and efficiently.

4. KEY PERFORMANCE AREAS AND STRATEGIC OBJECTIVES

Municipal KPA		Pre-determined Objectives	
1	Essential Services	1.1	Sustainable provision & maintenance of basic infrastructure
		1.2	Provide for the needs of informal settlements through improved services
2	Governance	2.1	Support Institutional Transformation & Development
		2.2	Ensure financial viability.
		2.3	To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.
3	Communal Services	3.1	Provide & maintain facilities that make citizens feel at home.
4	Socio-Economic Support Services	4.1	Support the poor & vulnerable through programmes & policy
		4.2	Create an enabling environment to attract investment & support local economy.

The strategic vision of the Witzenberg municipality is built around the above four **KEY PERFORMANCE AREAS**. A clear linkage between these 4 KPA's, the IDP, The Budget, all budgetary documentation, as well as all reporting- and performance tools are maintained throughout:

<u>KPA 1</u>				
<u>Essential Services</u>				
	<u>Strategic Objective</u>	<u>Programme</u>	<u>Activities</u>	<u>Department</u>
1.1	Sustainable provision & maintenance of basic infrastructure	Maintenance of infrastructure	Infrastructure asset management	Technical
			Water/Sanitation infrastructure maintenance.	Water/Sanitation
			Electricity infrastructure maintenance.	Electricity
			Roads/Storm water infrastructure maintenance.	Roads/Storm water
			Solid waste infrastructure maintenance	Solid Waste
			Recycling & waste minimisation initiatives.	Solid Waste
			Unaccounted water losses.	Water
			Unaccounted electricity losses.	Electricity
			Bulk water infrastructure	Water/Sanitation

		Bulk wastewater infrastructure Landfill airspace Electricity (bulk supply & high voltage) infrastructure. Road & Street infrastructure. Storm water infrastructure.	Water/Sanitation Solid Waste Electricity Roads/Storm water Roads/Storm water
1.2	Provide for the needs of informal settlements through improved services.	Service delivery programme in informal settlements. Address existing backlogs Upgrades from informal settlements.	Water, sanitation, electricity, waste. Housing/Technical

<u>KPA 2</u>				
<u>Governance</u>				
	<u>Strategic Objective</u>	<u>Programme</u>	<u>Activities</u>	<u>Department</u>
2.1	Support Institutional Transformation & Development	SETA & EPWP funding used to train apprentices & create other external opportunities.	Roll-out of apprenticeship programmes.	HR
		Human resources, talent management & skills development programme.	Implement WSP	HR
		Human resources, talent management & skills development programme.	Departmental staffing strategies & staff planning.	HR
		Human resources, talent management & skills development programme.	Skills assessments & audits.	HR
		Human resources, talent management & skills development programme.	Competency management.	HR
		Human resources, talent management & skills development programme.	Workplace skills plan	HR
2.2	Ensure Financial Viability	Financial management programme	Development opportunities	HR
			Individual performance management	HR
			TASK job grading completed.	HR
			Occupational health & safety compliance.	HR
2.3	To maintain and strengthen relations with international- &	Implement communication strategy	Ensure an effective revenue stream	Finance
			Manage tariffs for municipal services.	Finance
			Debt management & payment ratio	Finance
			Citizens are billed correctly	Finance
		Implement communication strategy	Engagement with communities & role-players	IDP
			Newsletters	Communication
			Ward Committees	Speaker

<p>inter-governmental partners as well as the local community through the creation of participative structures.</p>	<p>Increase relations with National & Provincial Government.</p> <p>Strengthen mutual & beneficial agreements with Essen Gemeente, Belgium & other international municipalities.</p>	<p>Manage and involvement in IGR through meetings and programmes.</p> <p>Development and implementation of agreements.</p>	<p>Social & Other</p> <p>Social & Other</p>
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KPA 3

Communal Services

<u>Strategic Objective</u>	<u>Programme</u>	<u>Activities</u>	<u>Department</u>
3.1 Provide & maintain facilities that make citizens feel at home.	Community amenities programme (provide & maintain)	<p>Community facilities provision</p> <p>Library & information services</p> <p>Parks provision & maintenance</p> <p>Cemetery provision & maintenance</p> <p>Sport, recreation & amenities provision & maintenance.</p>	<p>Amenities</p> <p>Library</p> <p>Parks</p> <p>Cemeteries</p> <p>Sport, swimming pools.</p>

KPA 4

Socio-Economic Support Services

<u>Strategic Objective</u>	<u>Programme</u>	<u>Activities</u>	<u>Department</u>
4.1 Support the poor & vulnerable through programmes & policy	Indigent Policy	<p>Implement Indigent Policy and awareness campaigns.</p> <p>Community & social development programmes.</p> <p>Library & information services</p> <p>Municipal Parks</p>	<p>Social</p> <p>Social</p> <p>Library</p> <p>Parks</p>
	Number of targeted development programmes.	<p>Sport, recreation & amenities.</p> <p>Early childhood development.</p> <p>Street people.</p> <p>Youth.</p> <p>People with disabilities.</p> <p>Substance abuse.</p> <p>Gender programme.</p>	<p>Sport, swimming pools.</p> <p>Social</p> <p>Social</p> <p>Social</p> <p>Social</p> <p>Social</p> <p>Social</p>

4.2	Use property & land to leverage social issues.	Upgrades to informal settlements. Emergency housing.	Housing Housing
	Partner with province in education & school sites.	Provide beneficiaries with secure freehold title as prescribed in national policy.	Housing, property.
	Integrated human settlements programme.	Utilise vacant land.	Property
	Densification programme.	GAP (affordable) housing.	Housing, property.
	Rental stock upgrade programme.	Supportive policy framework.	Town Planning
	Rental stock disposal programme.	Proactive promotion of densification in prioritised locations.	Town Planning, Housing.
	Strengthen community capacity to prevent crime & disorder.	Development corridors.	Town Planning.
	Create an enabling environment to attract investment & support local economy.	Maintenance & development of new.	Housing
	Investigate all municipal strategic assets.	Transfer to qualifying occupants.	Housing, property.
	Planning & regulation programme	Cooperation with SAPS. Violence prevention through urban upgrading programme.	Law enforcement. Law enforcement.
		Using assets as a lever for growth.	Property
		Supportive legal frameworks.	Town Planning
		Spatial Planning	Town Planning
		LED Strategy & initiatives	LED
		Business process improvement initiatives.	LED

4.1 Strategic Directives and Intergovernmental Alignment

The new five year IDP came into effective from 1 July 2012 up to 30 June 2017. Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's that not only comply with relevant legislation but also -

1. are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the municipality;
2. are driven by the management team and systems within the municipality with implementation regularly monitored during the year through the performance management system;
3. contain a long term development strategy that can guide investment across the municipal area;
4. provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning and resource alignment to improve service delivery to all stakeholders; and
5. Include local area or ward plans to localise the strategy and implementation of the IDP.

Millennium Development Goals (MDGs)

The Millennium Development Goals were agreed upon in September 2000 when 189 countries, including South Africa, committed themselves to the Millennium Declaration. These goals, which are intended to be met by the year 2015, are the following:

1. Eradicate extreme poverty and hunger
2. Promote gender equality and empower women
3. Improve maternal health
4. Ensure environmental sustainability
5. Develop a global partnership for development
6. Achieve universal primary education
7. Reduce child mortality
8. Combat HIV/AIDS, malaria, and other diseases

The municipalities objectives on social development is aligned to the millennium development goals which includes

1. Providing a safety net for vulnerable communities
2. To improve safety and security through partnerships
3. Provide facilities that make citizens feel at home
4. Providing a safety net for vulnerable communities

National Key Performance Areas

The national key performance areas provide a basis for uniform reporting. The national key performance areas are:

KPA	Description
Basic service delivery and infrastructure development	Water, sanitation, refuse removal, roads, storm water, public transport, electricity, land and housing
Institutional development and municipal transformation	Organisational transformation to match IDP requirements, internal policies dealing with national priorities, general management practices and training
Financial viability and management	Financial policies, budget management, assets and liability control, and supporting strategies to fund priorities
Local economic development	LED, food security, social infrastructure, health, environment, education and skills development
Good governance and community participation	Public relations, marketing and communication, empowering wards, public participation structures and mechanisms, and service ethics (Batho Pele)

Municipal Planning In Co-Operative Government

In terms of section 24 of the Municipal Systems Act -

“(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

(2) Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution.”

National Policy Directives

There is a clear hierarchical structure of national policy directives starting with the Medium Term Strategic Framework for 2009-2014 (MTSF) to the 2010 Cabinet Lekgotla's 12 National Outcomes.

Medium Term Strategic Framework for 2009-2014 (MTSF)

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments in particular will need immediately to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Similarly, informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their IDP's in line with the national medium-term priorities. The identified priorities in the MTSF must be addressed. The strategic focus of the framework as whole must be considered as it relates to the understanding that economic growth and development (including the creation of decent work on a large scale and investment in quality education and skills development) are at the centre of the government's

approach.

The Medium Term Strategic Framework lists **10 priorities**:

1. Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
2. Massive programme to build economic and social infrastructure;
3. Comprehensive rural development strategy linked to land and agrarian reform and food security;
4. Strengthen the skills and human resource base;
5. Improve the health profile of society;
6. Intensify the fight against crime and corruption;
7. Build cohesive, caring and sustainable communities;
8. Pursue regional development, African advancement and enhanced international co-operation;
9. Sustainable resource management and use; and
10. Build a developmental state including improvement of public services and strengthening democratic institutions

2006 National Spatial Development Perspective (NSDP) - The NSDP provides a framework for deliberating the future development of the national space economy and recommends mechanisms to bring about optimum alignment between infrastructure investment and development programmes within localities. It is not a national development plan; nor does it predetermine what should happen where, when and how. Instead, it utilises principles and the notions of need and potential as a common backdrop against which investment and spending decisions should be considered and made.

The NSDP puts forward the following national spatial vision:

1. South Africa will become a nation in which investment in infrastructure and development programmes support government's growth
2. and development objectives:
3. By focusing economic growth and employment creation in areas where this is most effective and sustainable;
4. Supporting restructuring where feasible to ensure greater competitiveness;
5. Fostering development on the basis of local potential; and
6. Ensuring that development institutions are able to provide basic needs throughout the country.”

PROVINCIAL POLICY DIRECTIVES

National Development Plan - Vision for 2030 -The plan, adopted by Cabinet on 11 November 2011, helps us to chart a new path to our country. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth, the availability of jobs and change the life chances of our youth that remains underdeveloped by our apartheid history. Everything in the plan is aimed at reducing poverty and inequality.

In summary the plan has the following objectives that must be achieved by 2030:

1. Create Jobs
2. Expand Infrastructure
3. Transform Urban and Rural Spaces
4. Education and Training
5. Provide Quality Health Care
6. Build a Capable State
7. Fight Corruption
8. Transformation and Unity

The Witzenberg Municipality, through its Integrated Development Plan, strives to align its priorities to those of Provincial and National Government, The following matrix exhibits the strategic alignment between the three spheres of government.

2009 MTSF -10 Strategic Priorities	12 National Outcomes	National Development Plan	Draft Provincial Strategic Objectives	Cape Winelands District Strategic Objectives	Witzenberg Strategic Objectives
Strengthen the skills and human resource base	<u>OC 1:</u> Improved quality of basic education.	Improve education, training and innovation	<u>SO=2:</u> Improving education outcomes	<u>SO 1:</u> To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment	2.1 Support Institutional Transformation & Development. 3.1 Provide & maintain facilities that make citizens feel at home.
Improve the health profile of all South African	<u>OC 2:</u> A long and healthy life for all South Africans.	Promoting health	<u>SO-4:</u> Increasing wellness	<u>SO 1:</u> To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment	3.1 Provide & maintain facilities that make citizens feel at home.
Intensify the fight against crime and corruption	<u>OC 3:</u> All people in South Africa are and feel safe.	Social Protection Building safer communities Transforming society and uniting the country	<u>SO 5:</u> Increasing safety	<u>SO 1:</u> To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the	4.1 Support the poor & vulnerable through programmes & policy

2009 MTSF -10 Strategic Priorities	12 National Outcomes	National Development Plan	Draft Provincial Strategic Objectives	Cape Winelands District Strategic Objectives	Witzenberg Strategic Objectives
				empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.	
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<u>OC 4:</u> Decent employment through inclusive economic growth.	Economy and employment An integrated and inclusive rural economy	<u>SO-1:</u> Creating opportunities for growth and jobs	<u>SO : 2</u> Managing a sustainable bulk services strategy and transport system which fosters social and economic opportunities.	4.2 Create an enabling environment to attract investment & support local economy.
Strengthen the skills and human resource base	<u>OC 5:</u> A skilled and capable workforce to support an inclusive growth path.	Improving Education training and innovation Positioning South Africa in the World Fighting corruption Building a capable and developmental state	<u>SO-12:</u> Building the best-run regional government in the world	<u>SO 3:</u> To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	2.1 Support Institutional Transformation & Development.
Massive programme to build economic and social infrastructure	<u>OC 6:</u> An efficient, competitive and responsive economic infrastructure network.	Economy infrastructure Environmental sustainability Transforming human settlement and the national space economy	<u>SO 3:</u> Increasing access to safe and efficient transport <u>SO-10:</u> Integrating service delivery for maximum impact <u>SO-1:</u> Creating opportunities for growth and jobs	<u>SO : 2</u> Managing a sustainable bulk services strategy and transport system which fosters social and economic opportunities.	4.2 Create an enabling environment to attract investment & support local economy.
Comprehensive rural development strategy linked to land and	<u>OC 7:</u> Vibrant, equitable and sustainable rural communities with food	Integrated and inclusive rural economy Transforming human	<u>SO-11:</u> Creating opportunities for growth and	<u>SO 1:</u> To create an environment and forge partnerships that ensures	4.1 Support the poor & vulnerable through programmes & policy

2009 MTSF -10 Strategic Priorities	12 National Outcomes	National Development Plan	Draft Provincial Strategic Objectives	Cape Winelands District Strategic Objectives	Witzenberg Strategic Objectives
agrarian reform and food security	security for all.	settlement and the national space economy	development in rural areas	the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.	
Build cohesive, caring and sustainable communities	<u>OC 8:</u> Sustainable human settlements and improved quality of household life	Integrated and inclusive rural economy Transforming human settlement and the national space economy	SO-6:Developing integrated and sustainable human settlements	<u>SO 1:</u> To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.	1.1 Sustainable provision & maintenance of basic infrastructure 1.2 Provide for the needs of informal settlements through improved services.
Building a developmental state including improvement of public services and strengthening democratic institutions	<u>OC 9:</u> A responsive, accountable, effective and efficient local government system.	Building a capable and developmental state Fighting corruption Transforming society and uniting the country	<u>SO 10:</u> Integrating service delivery for maximum impact	<u>SO 3:</u> To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	2.2 Ensure Financial Viability 2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.
Sustainable Resource	<u>OC 10:</u> Environmental assets and natural	Use resources sustainably (transition to	<u>SO 7:</u> Mainstreaming Sustainability and	<u>SO 1:</u> To create an environment and forge	1.1 Sustainable provision & maintenance of

2009 MTSF -10 Strategic Priorities	12 National Outcomes	National Development Plan	Draft Provincial Strategic Objectives	Cape Winelands District Strategic Objectives	Witzenberg Strategic Objectives
Management and use	resources that are well protected and continually enhanced	a low-carbon economy)	Optimising Resource-use Efficiency	partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.	basic infrastructure
Pursuing African advancement and enhanced international cooperation	<u>OC 11:</u> Create a better South Africa and contribute to a better and safer Africa and World.	Transform society and unite the nation	<u>SO 8:</u> Increasing social cohesion <u>SO 9:</u> Reducing poverty	<u>SO 1:</u> To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.	1.1 Sustainable provision & maintenance of basic infrastructure 1.2 Provide for the needs of informal settlements through improved services. 4.1 Support the poor & vulnerable through programmes & policy
Building a developmental state including improvement of public services and strengthening democratic institutions	<u>OC 12:</u> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.	Build a capable Fight corruption and enhance accountability	<u>SO-12:</u> Building the best-run regional government in the world	<u>SO 3:</u> To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	2.2 Ensure Financial Viability 2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.

CHAPTER 2 | ANALYSIS

1.1 Organisational SWOT Analysis

Strength	Weaknesses
<ul style="list-style-type: none"> ➤ Pro-poor Policies (e.g. indigent; Procurement) ➤ Close cooperation on management level ➤ Good dialogue with Business Sector ➤ Reduced electricity losses ➤ Good water quality ➤ Effective international relations ➤ Sound governance ➤ IGR Structures and Forums ➤ Budget Control ➤ Natural environment ➤ Location for certain opportunities ➤ Good governance ➤ Good IGR ➤ Stable political environment ➤ Meeting constitutional obligations ➤ Visionary leadership ➤ Low vacancy rate within organizational structure 	<ul style="list-style-type: none"> ➤ Financial limitations ➤ Liability of non-core functions (resorts are not profit –by managed) ➤ Departments operating in silos ➤ Public Communication ➤ Town management ➤ Inadequate storm water systems , in some areas ➤ Old asbestos water and sanitation networks ➤ Resealing and maintenance of roads ➤ Garden refuse –Tulbagh ,Wolseley ,and Nduli ➤ Law enforcement ➤ Aging infrastructure ➤ Centralization/town management ➤ High water Losses ➤ Lack of integration policies , silo operations ➤ Office space ➤ Slow turn –around time ➤ Lack of capacity for funding applications ➤ Poor IT (integration) ➤ Lack of secure access control
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Tourism potential ➤ Active Ward committees and related activity ➤ Further International relations ➤ IGR and good cooperation on transversal programs ➤ Wolwekloof Learning Academy for the development of ➤ EPWP for Poverty Reduction ➤ Close working relationship with Big Business to enhance economic development ➤ Performance Management System to monitor organisational performance not fully in place ➤ Pine Forest ➤ Recycling and composting ➤ Renewable energy ➤ Reduce water losses/unaccounted to acceptable standards ➤ Available natural resources to stimulate economic growth ➤ Development of GIS ➤ Good communication and branding ➤ Marketing (inside and out) ➤ Expand international relationships ➤ Upgrade infrastructure ➤ LED pilot projects ➤ Land audit ➤ Natural environment ➤ Revenue enhancement ➤ Koekedouw Dam ➤ Rural Wards –funding possibilities ➤ Improvement of client services ➤ Weal Law enforcement 	<ul style="list-style-type: none"> ➤ Global warming and climate change threaten our agriculturally –based economy ➤ Seasonality of agriculturally –based Labour shrinks our revenue base ➤ Political volatility (fragile coalitions) ➤ High Level of unemployment /economically inactive ➤ Increasing TB and HIV/AIDS prevalence ➤ Vandalism and theft of municipal assets and property ➤ Legacy of decrepit infrastructure and insufficient of an infrastructure replacement program ➤ Uncontrolled habitation in informal settlements ➤ Insufficient revenue base/lack of economic growth ➤ Unfunded mandates ➤ Insufficient Land for graveyards ➤ Substance abuse can become a threat ➤ Farm eviction ➤ Tulbagh roads ➤ Service delivery in informal settlements ➤ Farm evictions ➤ Global warming ➤ Social ills –HIV+TB crime, substance abuse ➤ Unemployment ➤ Succession plans ➤ Migration /(influx control) ➤ Land availability ➤ Financial sustainability ➤ Cost of services ➤ Sustainability of low cost housing ➤ Grant dependency ➤ Animal management ➤ NERSA legislation –non-compliance / compliance to new legislation

1.2. Spatial Analysis (Witzenberg Spatial Development Framework: Executive Summary)

1.2.1 INTRODUCTION AND FUNCTIONS OF THE WITZENBRG SDF

The Department of Rural Development and Land Reform (DRDLR) appointed Dennis Moss Partnership during April 2011 to draft the Witzenberg SDF as an integral part of the Witzenberg Integrated Development Plan (IDP). The Witzenberg Municipal Council duly adopted the Witzenberg Spatial Development Framework on 13 December 2012.

The Witzenberg Municipality recognises that a critical determinant of the success of land-use planning is the extent to which all spheres of government co-operate and co-ordinate their activities. The bioregional planning approach adopted for the drafting of the SDF requires that land-use planning be undertaken with due recognition and incorporation of the relevant protocols, conventions, agreements, legislations and policy at five distinct levels, ranging from the international to the local.

The primary contextual directives that guided the drafting of the Witzenberg SDF are as follows:

- a) National Development Plan: Vision for 2030.
- b) National Spatial Development Perspective.
- c) Spatial Planning and Land-Use Management Bill (2012).
- d) Guidelines for the Formulation of Spatial Development Frameworks¹.
- e) Western Cape Provincial Spatial Development Framework.

The SDF is premised on the principle that the Witzenberg Municipality must be managed as an integral part of the Western Cape, South Africa, and the global biosphere in terms a holistic integrated structure or ‘package’ of plans that have a common vision of sustainability. In terms of the bioregional planning approach as adopted for the SDF the various ‘layers’ of the ‘package’ of plans express the place-specific characteristics and idiosyncrasies of the places to which the relevant layer applies and illustrate land-use proposals for that specific place.

In essence the Witzenberg SDF indicates **which** type of development should be allowed in the Witzenberg Municipality, **where** it should take place, and **how** such development should be undertaken. The Witzenberg SDF aims to promote sustainable development as a strategy to achieve sustainability and prosperity throughout the Municipality. Accordingly, it strives to balance the ‘triple bottom line’ imperatives of *economic efficiency, social equity* and *environmental integrity*.

The SDF is to serve as a -

- a) Spatial land-use directive which promotes environmental, economic, and social sustainability.
- b) Guideline for instilling a developmental state.
- c) Basis for prioritising governmental programmes and projects.
- d) Manual for integrated land-use planning and management.

The SDF consists of four integrated sections. The sections each have a distinct purpose and constitute the following:

- ❖ Section A addresses all introductory aspects and provides guidelines for the use of the SDF, its status, vision and supporting goals and objectives, and the planning approach adopted.
- ❖ Section B summarises the key environmental, cultural, historical, economic, social, demographic, institutional and infrastructural aspects of the Municipality.
- ❖ Section C is both a spatial framework and a policy, and provides strategic guidelines for future land-use in the Municipality. Each chapter content includes the following:
 - a) Subject description
 - b) Subject objectives
 - c) Subject policy
 - d) Subject strategy and guidelines
 - e) Subject spatial vision
- ❖ Section D comprises a host of users' 'toolkits'. These are to serve as a manual for the interpretation and implementation of key concepts, and proposals put forward in the SDF, and to inform the implementation thereof.

The contents and basic functions of the various sections is summarised below.

1.2.2 SECTION A: INTRODUCTION

Section A consists of the following:

1.2.2.1 GUIDING PRINCIPLES OF THE SDF

This entails a description of the fundamental principles in respect of general land-use management and land development, including decisions pertaining to land development.

1.2.2.2 VISION, MISSION, GOALS AND OBJECTIVES

The vision of the Witzenberg Municipality has adopted in the SDF, namely:

... a Municipality that cares for its community, creating growth and opportunities ...

The SDF is premised on the principle that, in order to achieve the above vision, a holistic and all-embracing approach to the management of the Witzenberg Municipality is required.

1.2.2.3 SUSTAINABLE DEVELOPMENT - THE OVERARCHING GOAL OF THE SDF

The Witzenberg SDF builds on the understanding of the three pillars of sustainability ('triple bottom line') and aims to enhance them in a balanced manner through appropriate spatial planning and innovative empowerment strategies.

The sustainable development approach proposed of the Wiztenberg Municipality constitutes the enhancement of human well-being and environmental integrity through the efficient use of the inherent resources (capital) of the Municipality.

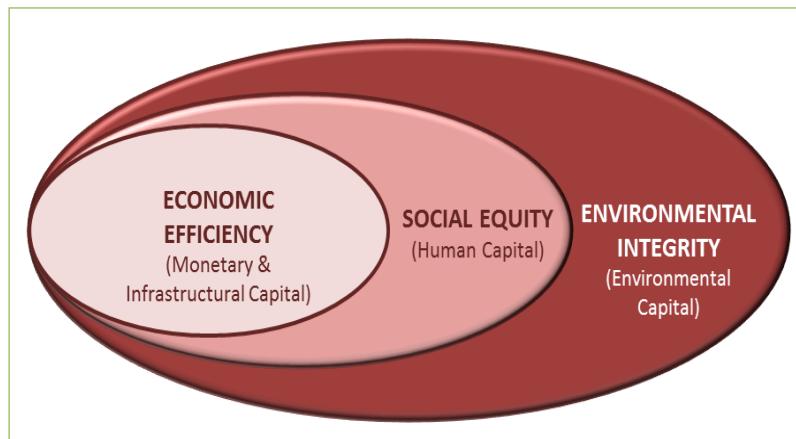


Figure 1: Triple Bottom Line Relationship Framework.

1.2.2.4 BIORREGIONAL PLANNING APPROACH

The SDF was prepared in accordance with the principles of bioregional planning that was adapted to suit the site-specific requirements of the Witzenberg Municipality. The purpose of adopting these principles is to provide a coherent and place-specific methodology for the planning of the Witzenberg area as a distinct and unique place and to facilitate its management in accordance with local and global best-practice.

Bioregional planning is defined as '*planning and land management that promote sustainable development by recognising the need for a balanced relationship between environmental integrity, human well-being and economic efficiency, and to give effect and recognition thereto, within a specific geographical area, the boundaries of which are determined in accordance with environmental, social and economic criteria'*'

The concept of bioregional planning is not about solving problems for people, but rather creating circumstances for people to solve their own problems in a way that acknowledges the uniqueness and value of each person and place. It recognises that the process of making decisions and solving problems is just as important as the end product itself².

² University of Idaho: *Building Sustainable Communities Initiative*. <http://www.bioregionalplanning.uidaho.edu/SPUD/resources/BioregionalPhilosophy.pdf>

A bioregional planning framework, as is provided for by the SDF, supports the goal of accelerating change towards improved human and environmental well-being. The following principles of bioregional planning as provided for in the relevant provincial policy are to be applied in the management of the Witzenberg Municipality:

- a) Efficient Resource Management.
- b) Integrated environmental planning and management.
- c) Building human capacity and ability.
- d) Information and performance management.

1.2.2.5 PERFORMANCE AUDITING AS AN IMPERATIVE FOR IMPLEMENTATION OF THE SDF

The concept of continual improvement is embodied in and is a fundamentally important governance intervention advocated by the SDF. Continual improvement is achieved by continually evaluating the relevance and performance of the SDF and the sectoral strategies against the Municipality's vision, and goals and objectives for sustainability with the purpose of identifying opportunities for improvement. The required evaluation is achieved through efficient environmental auditing.

1.2.2.5.1 ADAPTIVE MANAGEMENT THROUGH THE IDP AND SDP PROCESS

Adaptive management³ is a process that promotes flexible decision-making that can be adjusted in the face of uncertainties as outcomes from management actions and other events become better understood. Careful monitoring and auditing of these outcomes both advances scientific understanding and helps adjust policies or operations as part of an iterative learning process.

Adaptive management fosters the acquisition of new knowledge and understanding by specifying hypotheses and designing management alternatives to test them against the field data. The information accumulated through this process is used to adjust strategy periodically on the basis of what has been learned. In this sense, adaptive management allows decision-makers at each juncture to make the best decisions they can with the information available at that time.

Adaptive management is to be given effect to on

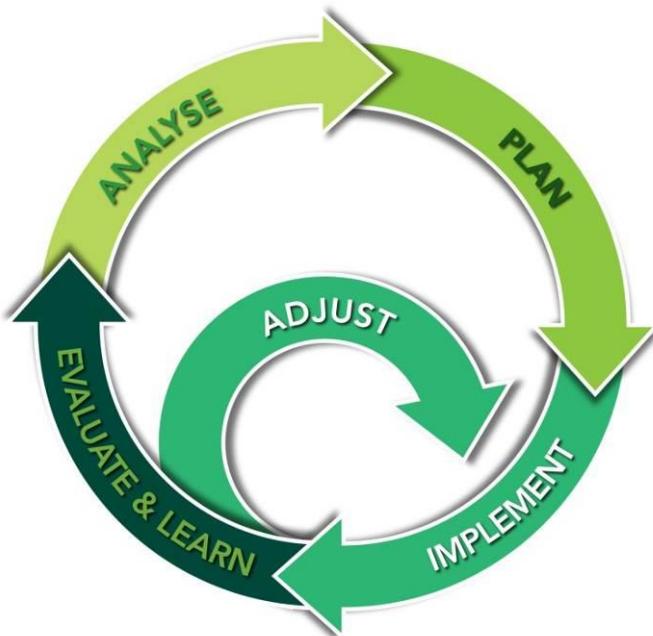


Figure 2: Model for the adaptive management approach to be implemented throughout the Witzenberg Municipality to enable continual improvement of governance and enterprise management

³ For the purposes of the SDF, 'management' includes governance actions and functions of the three spheres of government (i.e. provincial, district and local).

both the municipal sphere as well as the private sector entrepreneurial land-use planning sphere and measured against the following:

- a) Planning
- b) Implementation
- c) Evaluation
- d) Analysis and revision
- e) Adjustment and continual improvement.

1.2.3 SECTION B: ENVIRONMENTAL SCAN AND ANALYSIS

Section B summarises the key environmental, cultural, historical, economic, social, demographic, institutional and infrastructural aspects of the Witzenberg Municipality. This comprehensive strategic scan and analysis was done to create a suitable foundation for the preparation of the SDF. Through this study *inter alia* the strong and weak points of Witzenberg were highlighted. Furthermore, the various sectoral plans and frameworks of the Witzenberg Municipality were incorporated in this contextual assessment. In the final chapter of this section a synopsis is provided of the key aspects of the broad categories to be addressed in Chapter C in the form of objectives, policy, strategies and guidelines and a spatial vision.

The structure of Section B is as follows:

1.2.3.1 LOCATIONAL AND ADMINISTRATIVE CONTEXT

This entails the location of the Witzenberg Municipality in comparison to the national, provincial, district and local context. A description is given on the administrative aspects of the Witzenberg Municipality and a brief land-use history of the area.

1.2.3.2 ENVIRONMENTAL CONTEXT

Under these chapters in the SDF a detailed and thorough assessment has been done on aspects ranging from climate, geology, topography, soils, hydrology, water use, biodiversity, fauna and flora, to cultural heritage resources. Furthermore, a description is given on scenic routes, conservation areas, critical biodiversity areas, environmental risks, etc. The comprehensive Environmental Management Framework compiled for the Cape Winelands District Municipality provided a key basis for this investigative study.

1.2.3.3 URBAN AND RURAL SETTLEMENT PATTERNS

This entails a summary and description of the main settlements and rural settlements found in the Witzenberg Municipality. Furthermore, the spatial economy, hierarchy of towns and background of settlements in Witzenberg are *inter alia* analysed based on information received of the Growth Potential Study of Towns in the Western Cape (2004 and 2010 versions) with reference to the Cape Winelands SDF.

1.2.3.4 SOCIAL CONTEXT

A detailed description is given on the demographic profile of Witzenberg based on information and data received

from *inter alia* the 2007 Community Survey, Global Insight South Africa (2008), Witzenberg IDP and 2001 Census, as amended in 2005, and municipal sectoral plans and frameworks. Herewith aspects are described that *inter alia* include aspects such as population profile, employment, education, income, access to services and infrastructure, etc.

1.2.3.5 ECONOMIC CONTEXT

This entails a review of the economic structure and performance, and the important or primary economic sectors (i.e. agriculture, mining, transport, manufacturing, tourism and services) of the Witzenberg Municipality.

1.2.3.6 DEVELOPMENT REGIONS AND CORRIDORS

The spatial economy of the Western Cape is currently conceptualised in the Western Cape PSDF by a pattern for strategically directing investment to consolidate a long-term settlement development pattern at a provincial scale by both the public and private sector. This chapter describes the key development regions and corridors of the Witzenberg Municipality.

1.2.4 SECTION C: SPATIAL VISIONS AND DIRECTIVES, POLICY AND STRATEGIES

Section C is both a spatial framework and policy and strategic guideline for the future land-use in Witzenberg. Each chapter's content includes the following:

- a) Subject description.
- b) Subject objectives.
- c) Subject policy.
- d) Subject strategies and guidelines.
- e) Subject spatial vision.

1.2.4.1 LAND USE CLASSIFICATION

The key objectives of spatial planning, as provided for in the SDF, are to integrate and standardise planning with specific reference to the following:

- a) Guiding the investment of public resources through the following:
 - (i) Providing a credible context for public investments in the coming years.
 - (ii) Promoting development of areas that have lagged behind.
 - (iii) Providing certainty to all stakeholders regarding spatial and socio-economic implications of future development in Witzenberg.
- b) Providing a basis for co-ordinated decision-making and policy-formulation regarding future land-use with specific reference to the following:
 - (i) Serving as a basis for decision-makers in respect of development applications throughout the Province.

- c) Facilitating cross-boundary co-operation and co-ordination between district and local municipalities and adjoining provinces in respect of issues that are of mutual interest for their respective areas of jurisdiction (refer to *inter alia* issues pertaining to land-use, biodiversity conservation, and resource utilisation).

The land-use planning approach in the Witzenberg SDF is based upon UNESCO's biosphere reserve zonation model as advocated by the Man and Biosphere (MaB) Program. South Africa's endorsement of the MaB program and the adoption of a bioregional planning approach imply that the said model should be applied in the municipality. The model provides for three broad land-use categories, i.e. core conservation area (SPC A and B), a conservation-focussed buffer area (SPC C-E) and a transition area (SPC F).

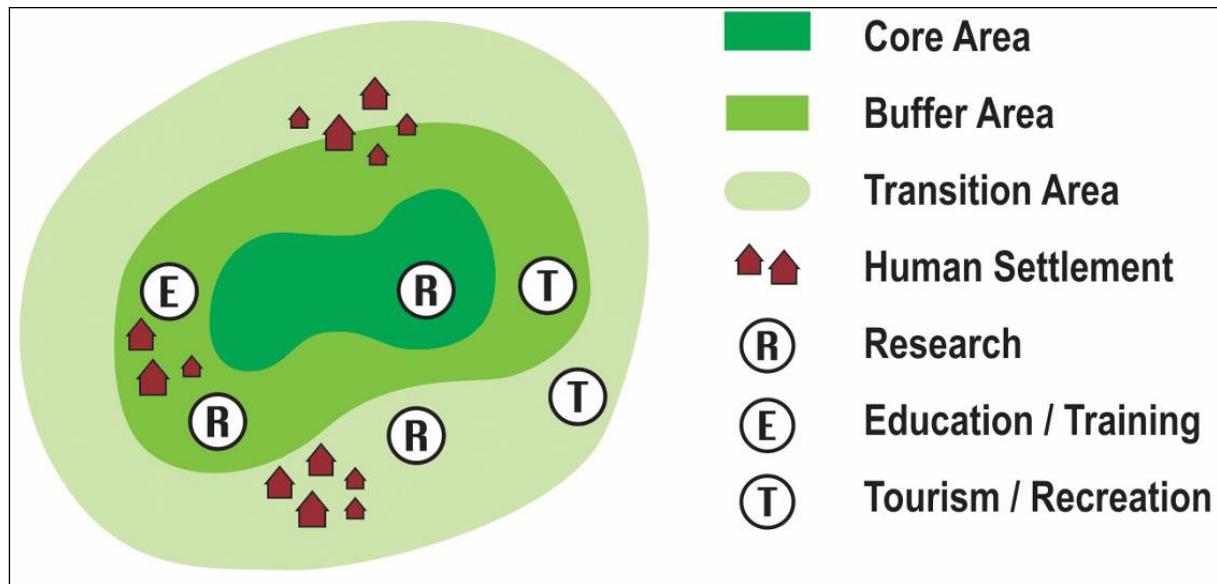


Figure 3: Land-use classification model adopted for the Witzenberg Municipality

From this model a comprehensive set of *Spatial Planning Categories* (SPCs) and Sub-Categories have been created to refine the designation process at municipal level. The SPCs used in this SDF were derived from the overarching SPCs as proposed by the Western Cape Provincial Spatial Development Framework (WCPSDF) in terms of the *bioregional planning* approach. The SPCs include all land zonings that are provided for under the existing Zoning Scheme Regulations (including the draft Witzenberg Scheme Regulations). The SPCs are a mechanism to indicate the appropriate land use on any particular land unit.

Such classification has been determined by means of a reiterative process of consultation with Departmental Managers within the Witzenberg Municipality, a cross-reference of individual sectoral plans with district-wide strategies and policies and Environmental Management Frameworks, and determining fine scale planning initiatives. :

A comprehensive set of 43 Sub-Categories have been created to refine the designation process at municipal level (refer to figure 4 below). The SPCs are not a blueprint for land-use classification, or a zoning scheme. The SPCs provide a framework to guide decision-making regarding land-use at all levels of planning. The designation of SPCs does not change existing zoning or land-use regulations or legislation.

SPCs merely help to clarify and facilitate coherent decision-making that can lead to better zonation, laws and regulations. The SPCs, furthermore, provide a framework in terms of which land-use decisions can be standardised throughout the municipality. It is advisable that the draft Witzenberg Zoning Scheme be aligned with the SPCs.

	A CORE 1	A.a Formal Protected Areas A.b Critical Biodiversity Areas (CBA) A.c FEPA - Freshwater Ecosystem Priority River Areas
	B CORE 2	B.a Ecological Support Areas (ESA) B.b Mountain Catchment Areas
	C BUFFER 1	C.a Ecological Corridors / Areas C.b Other Natural Areas
	D BUFFER 2	D.a Extensive Agriculture D.b Urban Green Areas
	E INTENSIVE AGRICULTURE	E.a Cultivated Areas E.b Plantations & Woodlots
	F.1 URBAN RELATED	F.1.a Main Local Town F.1.b Local Towns F.1.c Rural Settlements F.1.d Institutional Areas F.1.e Authority Areas F.1.f Residential Areas F.1.g Light Business Areas F.1.h Other Business Areas F.1.i SMME Incubators F.1.j Mixed Use Development Areas F.1.k Cemeteries F.1.l Sports fields & Infrastructure F.1.m Transport Infrastructure F.1.n Resorts & Tourism Related Areas F.1.o Farmsteads & Outbuildings F.1.p Urban Agriculture / Community Gardens
	F.2 INDUSTRIAL	F.2.a Agricultural industry F.2.b Light industry F.2.c General industry F.2.d Nuisance industry F.2.e Extractive industry
	F.3 SURFACE INFRASTRUCTURE & BUILDINGS	F.3.a National roads F.3.b Main roads F.3.c Minor roads F.3.d Public Streets F.3.e Heavy Vehicle Overnight Facilities F.3.f Railway lines F.3.g Power lines F.3.h Telecommunication Infrastructure F.3.i Renewable Energy Structures F.3.j Dams & Reservoirs F.3.k Sewerage Plants and Refuse Areas

Figure 4: Spatial Planning Categories and Sub-categories to be applied in the Witzenberg Municipality

1.2.4.2 SPATIAL PLANNING INFORMATION SYSTEM

A key dimension of land-use management as contemplated by the SDF and other land-use policy is a *Spatial Planning Information System* (SPISYS). The purpose of such system is to facilitate land-use planning and governance throughout the municipality in terms of standard formats and procedures. The SPISYS is an information system comprising an integrated set of components for collecting, storing and processing data and for delivering information, knowledge and digital products.

1.2.4.3 COMPOSITE PLAN FOR WITZENBERG

The spatial vision for Witzenberg Municipality is depicted by the Composite Spatial Plan. This plan serves as a fine-scale guide to land-use throughout the municipality. The process followed in the articulation of the spatial vision for the municipality is illustrated by the figure below. It constitutes the following sequential steps:

Step 1: Formulation of a conceptual spatial vision in accordance with the bioregional planning principles and the land-use directives.

Step 2: 'Layering' of the spatial visions that have been articulated for the various SPCs and/or sectors.

Step 3: Collating all spatial data into a composite Spatial Plan or Vision for the municipality.

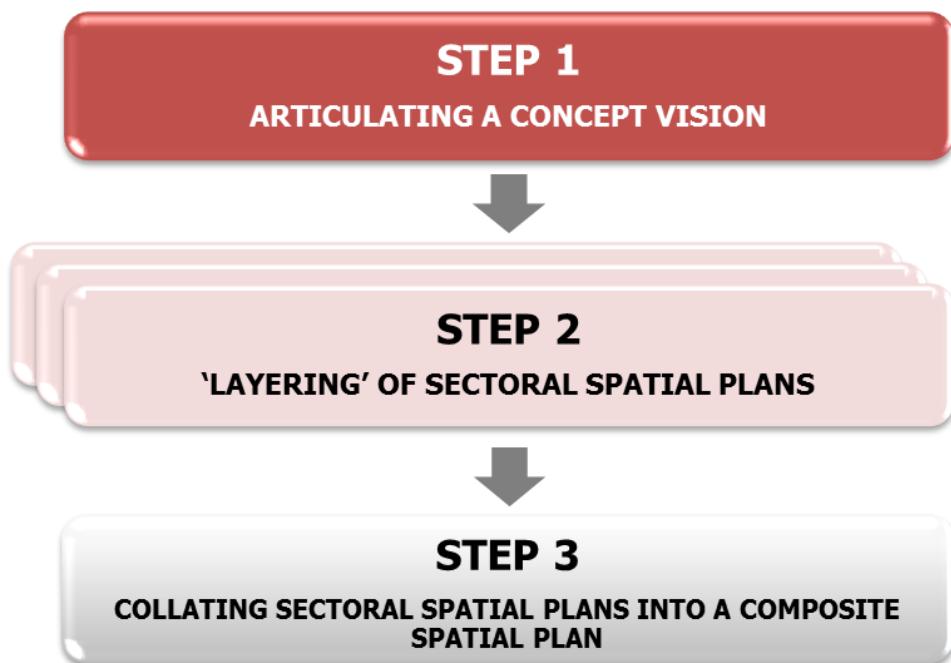


Figure 5: Articulating a Spatial Vision for Witzenberg Municipality

Essentially, the purpose of the SDF is to create an environment that is conducive to economic, social and ecological sustainability and prosperity. The vision for the respective comparative and competitive economic advantages of the municipality and the various forms of capital and associated land-uses are collated and synthesised into a composite long-term visionary plan for the Municipality.

The spatial visions/plans for the eight SPCs and/or sectors were overlayed to form a Composite Plan which depicts the spatial vision for the municipality. The sectoral spatial visions are premised upon the baseline maps put forward in Section B of this SDF and incorporate the inputs received from the stakeholders that were

consulted during the drafting of the SDF, with specific reference to the aspects listed in Section D of this SDF. The Composite Spatial Plan below illustrates the spatial vision for the Witzenberg Municipality.

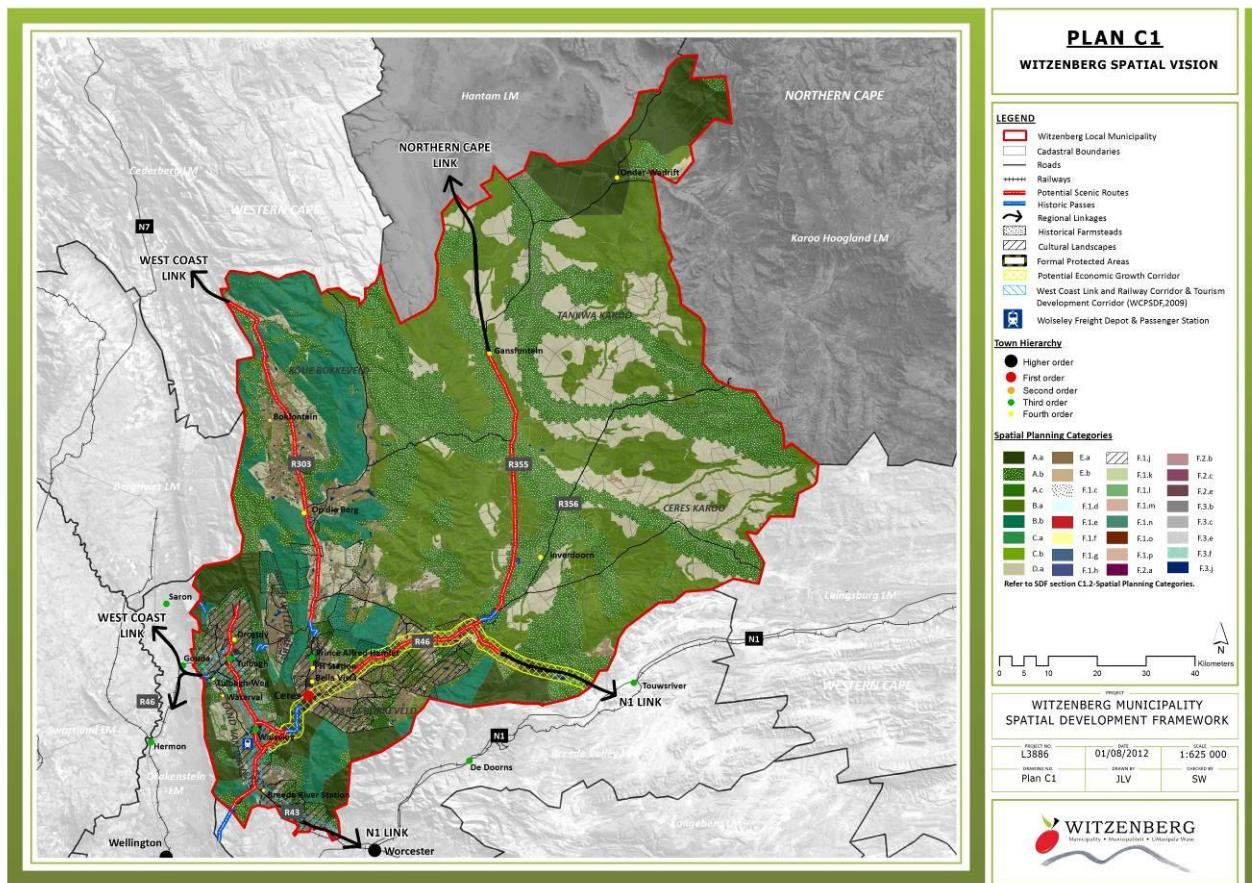


Figure 6: Witzenberg SDF Composite Spatial Plan.

1.2.4.4 MANAGING THE WITZENBERG AS PART OF THE GLOBAL BIOSPHERE

1.2.4.4.1 GIVING EFFECT TO INTERNATIONAL OBLIGATIONS

There is an increasing global awareness against economic growth at the expense of the natural environment. United Nations organisations such as UNEP⁴ and UNESCO⁵, and international conservation bodies such as the IUCN⁶, WRI⁷, and WWF⁸ plead for national and regional development policies, and strategies that can facilitate sustainable development. Parts of the Witzenberg Municipality fall under the Cape Winelands Biosphere Reserve. The over-arching goal of the Witzenberg SDF is to promote sustainable development throughout its area of jurisdiction. It is generally accepted that UNESCO's Man and the Biosphere (MaB) Programme provides an ideal framework for achieving this objective. The MaB Programme is a global programme of international scientific co-operation, dealing with people-environment interactions over the entire realm of bioclimatic and geographic situations of the biosphere reserve. Biosphere reserves are defined as '*areas of terrestrial and coastal/marine ecosystems or a combination thereof, which are internationally recognised within the*

⁴ United nations Environmental Programme

⁵ United Nations Educational, Scientific and Cultural Organisation

⁶ International Union for the Conservation of Nature

⁷ World Resource Institute

⁸ World Wide Fund for Nature

framework of UNESCO's MaB Programme

The spatial plan for designated biosphere reserves (i.e. those to be registered with UNESCO) is a constellation of the following baseline maps:

- Water catchment areas, quaternary catchments and main rivers.
- Biodiversity hotspots.
- Biodiversity conservation planning initiatives.
- Conservation areas.
- Critical Biodiversity Areas.
- Sensitive cultural landscapes and farmsteads.
- Cederberg and Environs Spatial Development Framework Plan.

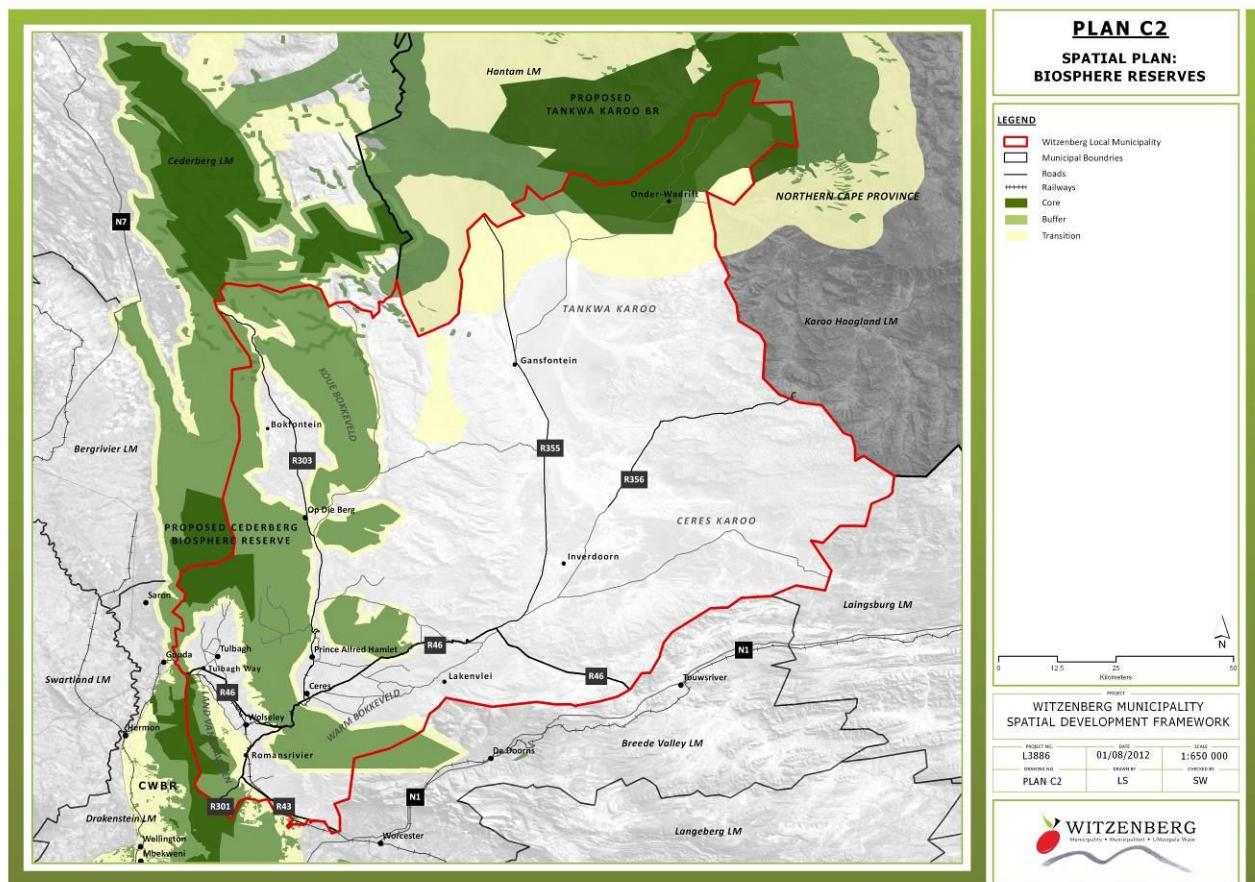


Figure 7: Spatial Plan for designated biosphere reserves in Witzenberg Municipality.

1.2.4.4.2 WITZENBERG IN A PROVINCIAL CONTEXT

In this SDF, the importance of the Witzenberg Municipality in the provincial context is emphasised by the following objectives, namely:

- Enhance the pivotal functions of Witzenberg as a vital linkage with the remainder of the Western Cape Province.
- Enhance the comparative economic advantages vested in being a linkage between the municipality and international markets.

Subsequently a spatial plan was prepared that illustrates Witzenberg as a pivotal part of the Western Cape. The spatial plan below is a constellation of the following aspects as associated plans:

- a) The Doring River in the Tankwa Karoo in the northern extremity of the municipality has always been a resource with development potential. The Tankwa Karoo National Park requires co-ordinated management as the park straddles the boundary between the Witzenberg Municipality and the Hantam and Karoo Hoogland Municipalities in the Northern Cape.
- b) Greater Cederberg Biodiversity Corridor.
- c) The Breede River Valley Development Corridor.
- d) Transport network of the municipality.

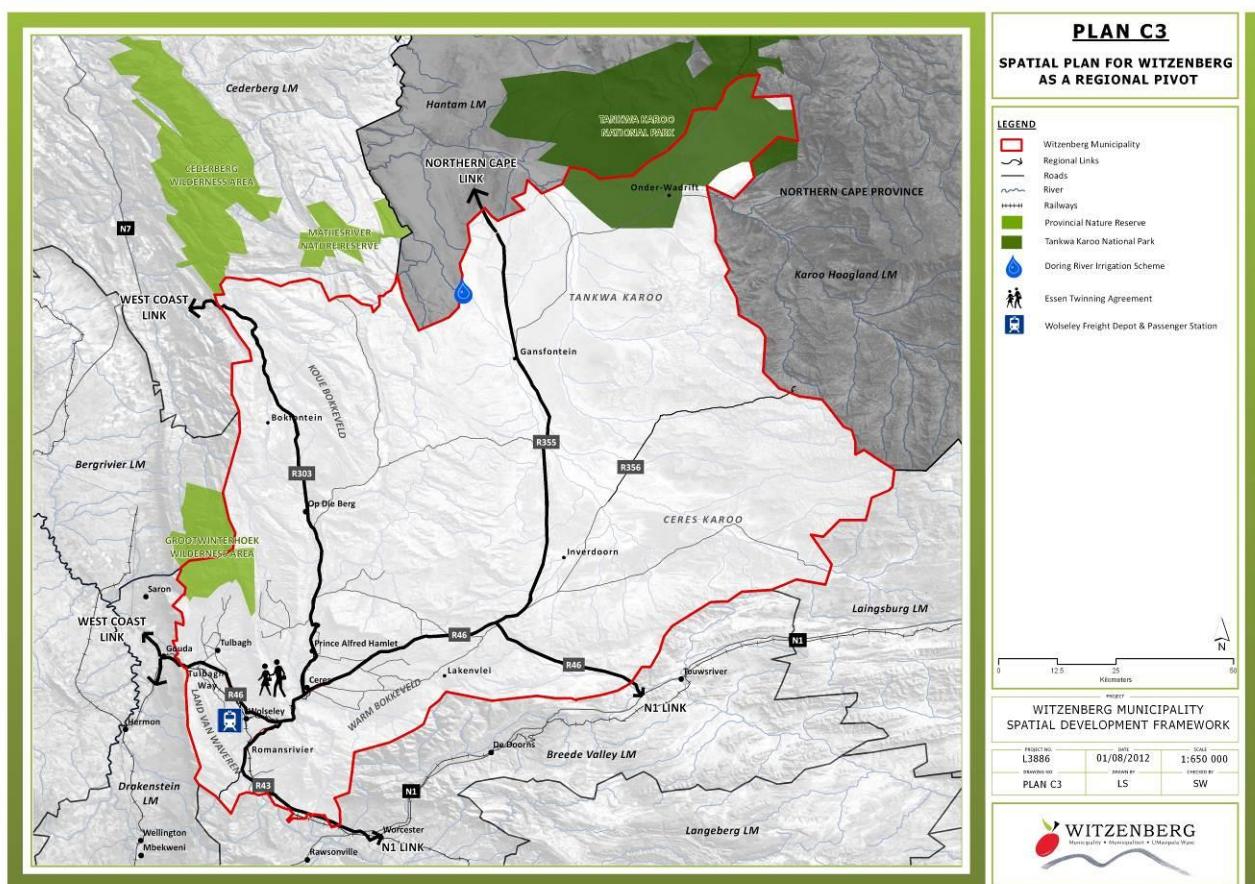


Figure 8: Spatial plan for the Witzenberg Municipality as a pivot between surrounding municipalities and provinces.

1.2.4.4.3 TOURISM AS A KEY ECONOMIC SECTOR

In this SDF tourism is regarded as a key area for local economic development in the Witzenberg Municipality. The following objectives are indicated in this SDF pertaining to tourism in Witzenberg:

- a) Enhance the comparative economic advantages of the municipality as it relates to tourism and tourism-related activities.

- b) Promote the development of tourism-related activities in accordance with the MEDS⁹ proposals and associated *Route 62 Tourism Development Area*.
- c) Conserve all archaeological resources on state and private land for present and future generations.

In order to facilitate the planning and management of tourism in the municipal area, a framework is provided for the preparation of a comprehensive *Recreation Opportunity Spectrum (ROS)* for Witzenberg. The ROS concept implies ‘product-led’ tourism, which entails developing forms of tourism that are most compatible with the environment and society, and targeting those markets that are consistent with the product even though this may result in fewer tourists, but not necessarily smaller financial return (‘market-led’ tourism, on the other hand, is tourism that attracts a broad market regardless of the impact of development).

The spatial plan for tourism-related activities is a constellation of the following baseline maps:

- a) Sensitive cultural landscapes and farmsteads.
- b) Conservation Areas.
- c) MEDS Strategy proposals.
- d) Tourism corridors.

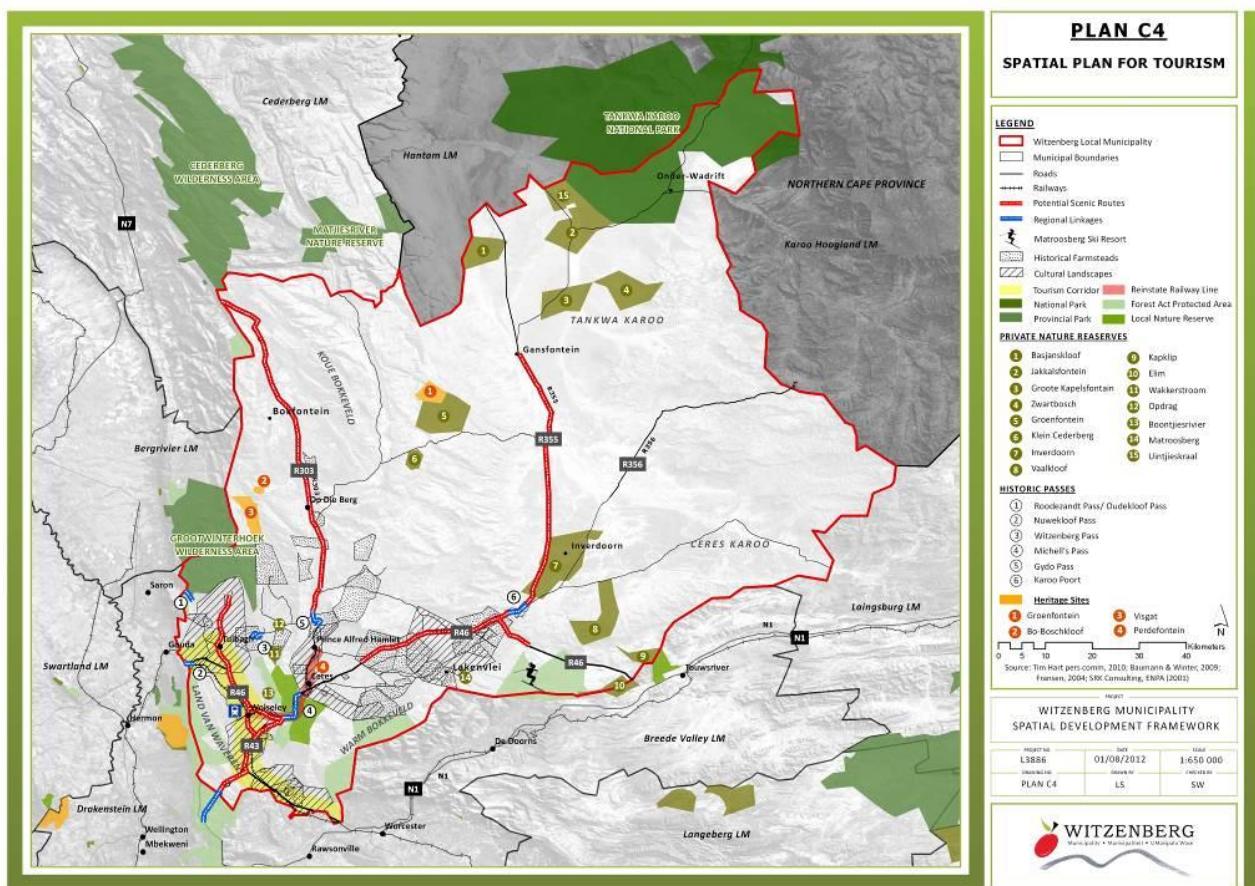


Figure 9: Spatial plan for tourism and related activities in Witzenberg.

1.2.4.5 MANAGING SPC A - D: THE NATURAL ENVIRONMENT

There is concern that the areas of conservation importance are not adequately protected. It is consequently proposed that a system of protected nature areas, eco-corridors and urban green areas be established, which

⁹ The MEDS is one of the lead Provincial growth and Development Strategies and is tasked with identifying economic development opportunities.

includes portions of privately-owned land.

1.2.4.5.1 SPC A AND B: CORE 1 AND CORE 2

SPC A and B areas constitute sites of high conservation importance including terrestrial land, aquatic systems (rivers, wetlands and estuaries). The integrity of the SPC A and B areas is therefore an imperative for the long-term future of the Witzenberg Municipality. The following objectives have been finalised in the Witzenberg SDF on SPC A and SPC B. The spatial plan for SPC A and B areas (refer to Plan below) is a constellation of the following baseline maps:

- River Status.
- Wetlands and Dams.
- Critical Biodiversity Areas.
- Protected areas of Witzenberg Municipality.
- Veldfire Risk areas.

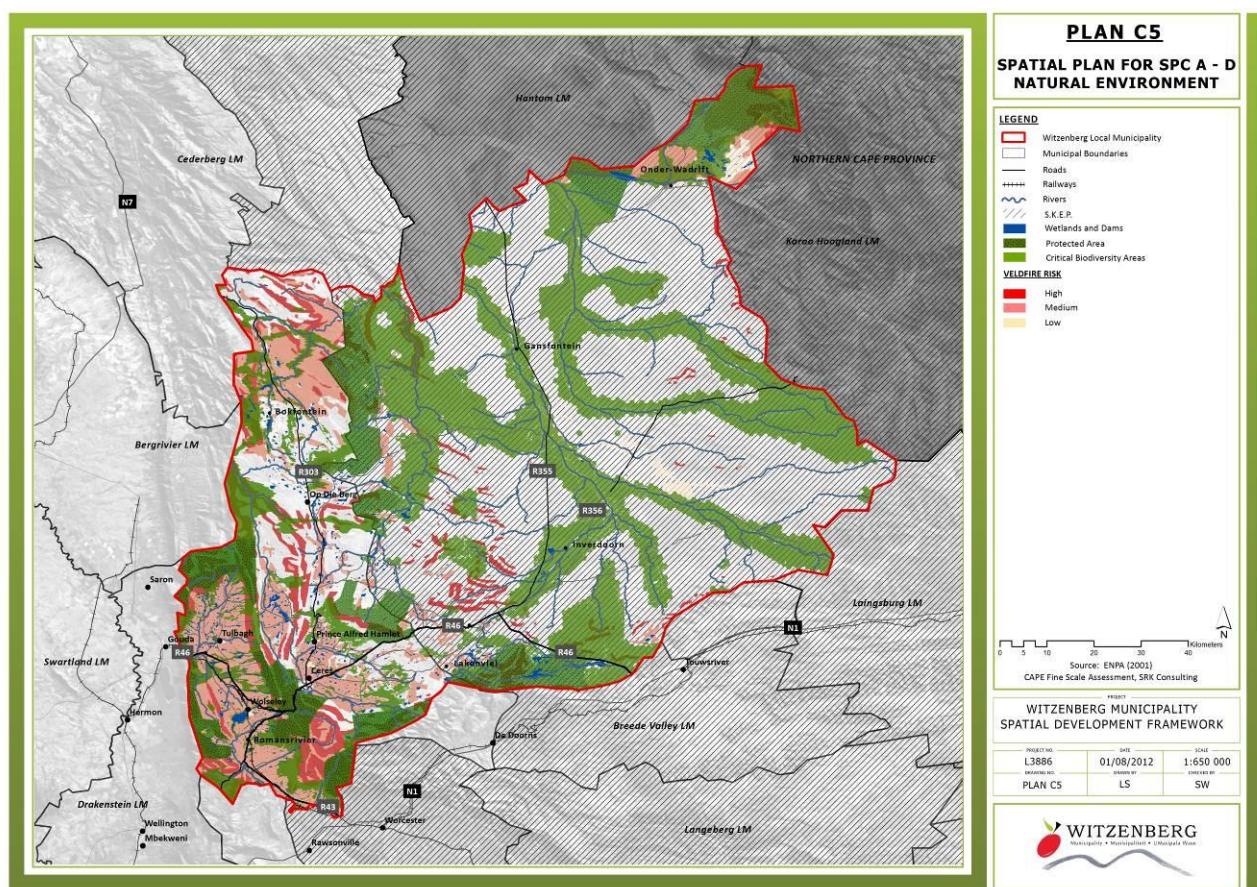


Figure 10: Spatial plan for SPC A - D areas in Witzenberg Municipality.

1.2.4.5.2 SPC C AND D: BUFFER AREAS

The following objectives have been determined in the Witzenberg SDF on SPC C and SPC D.

- Create appropriate buffer areas around or adjacent to SPC A and B areas that protect the latter against land-use impacts.
- Create a continuous network of natural resource areas throughout the municipality that maintain ecological processes and provide ecosystem services (e.g. benefits that people derive from ecosystems. In Witzenberg, these include the provision of water, arable soil, disaster amelioration, recreational opportunities, etc.).

c)

The spatial plan for SPC C & D areas (refer to Plan above) is a constellation of the following baseline maps:

- a) River Status.
- b) Wetlands and Dams.
- c) Biodiversity conservation planning initiatives (CAPE, SKEP & GCBC).
- d) Critical Biodiversity areas.
- e) Protected areas of Witzenberg Municipality.
- f) Veldfire Risk areas.

1.2.4.6 ENSURING SUSTAINABLE USE OF SPC E: INTENSIVE AGRICULTURE AREAS

Witzenberg is predominantly rural and dependent on agriculture not just to feed its people but as the backbone of economic activity. The agricultural sector holds the key to the sustainability of the natural resources of Witzenberg. It is, therefore, paramount to ensure that agricultural land is developed and used in a sustainable manner. The following objectives have been finalised in the Witzenberg SDF on SPC E Intensive Agriculture Areas:

- a) Develop and utilise the comparative economic advantages vested in agriculture.
- b) Protect high potential agricultural land from non-agricultural development.
- c) Utilise agricultural land in terms of the principles of sustainable agriculture.
- d) Utilise natural agricultural resources for the benefit of all (e.g. through partnerships).
- e) Provide sustainable opportunities for small-farmers or emergent farmers.

The spatial plan for SPC E areas (Plan below) is a constellation of the following baseline maps:

- a) Mineral deposits.
- b) Generalised soil description.
- c) Water management areas, quaternary catchments and main rivers.
- d) Wetlands and dams.
- e) Land reform sector plan for Witzenberg.